

# *Treatment of IET Soldiers*



## *Soldier Abuse Vignettes*

## Vignette #1: Pitching Mail

**Situation:** Staff Sergeant R is an IET Drill Sergeant who was handing out mail to his soldiers. Drill Sergeant R had over 50 soldiers in his platoon and a very large bag of mail to distribute in only a few minutes before dinner. To speed things up, as a soldier came forward to pick-up his mail, Drill Sergeant R would throw the mail at the soldier and then proceed with calling out the next soldier's name. Additionally, for soldiers who received more than 5 pieces of mail a day, Drill Sergeant R would drop them for push-ups.

## Vignette #1: Pitching Mail

### *Discussion Topics:*

1. Is this the proper way to distribute mail to soldiers?
2. Can you place limitations on the amount of mail a soldier can receive?
3. Can you have soldiers perform exercises in order to receive their mail?
4. Is this a case of soldier abuse?
5. Knowing time was limited before dinner, what are some other options for distributing mail?
6. How could this situation have been prevented?

## Vignette #2: Drill Sergeant Hat

**Situation:** Drill Sergeant D, an IET Drill Sergeant at Fort Knox was inspecting the barracks one afternoon when he came upon PVT Adams, a soldier who refused to clean his personal area and prepare for an upcoming inspection. PVT Adams was a problem soldier and Drill Sergeant D took it upon himself to conduct some one-on-one counseling with the intent of straightening out PVT Adams. Drill Sergeant D began to yell loudly at the soldier and got close to PVT Adams to the point where his Drill Sergeant Hat was up against the soldier's forehead. Although the brim of the hat left a crease in PVT Adams' forehead, he didn't seem to be phased by Drill Sergeant D's anger. Drill Sergeant D then took off his hat and while continuing to yell at the soldier threw his hat across the room striking another soldier who was in the same room.

## Vignette #2: Drill Sergeant Hat

### *Discussion Topics:*

1. Is this soldier abuse?
2. Where both soldiers abused or just one?
3. At what point did Drill Sergeant D do something wrong?
4. How would you have handled this situation?
5. Discuss options for dealing with difficult soldiers.

### Vignette #3: Good PT

**Situation:** Drill Sergeant S was in excellent shape, always scoring 300 on his APFT. Drill Sergeant S was proud that he had a good, strong PT program. For example, he required his soldiers to perform extensive sets of physical training over a 1 1/2 hour period. Some of the exercises were performed while soldiers wore their NBC Protective Mask or their ruck sack. During some exercises, he ordered other members of the platoon to observe the training. He also allowed soldiers to take pictures of soldiers performing the exercises or allowed other soldiers to pose with the soldiers performing the training. On one occasion, Drill Sergeant S had soldiers perform “Hip Raisers” while making monkey noises.

## Vignette #3: Good PT

### *Discussion Topics:*

1. Did Drill Sergeant S violate Army/TRADOC policy?
2. What did Drill Sergeant S do wrong?
3. Is this an example of soldier abuse?
4. At what point did Drill Sergeant S abuse soldiers?
5. What could the command or peer Drill Sergeants have done to prevent this situation from happening?

## Vignette #4: The New Drill Sergeant

**Situation:** Drill Sergeant Z was new to Fort Knox just having graduated from the Drill Sergeant School a few weeks ago. The IET unit he was assigned to was in the middle of the summer surge and in great need of additional Drill Sergeants. As a result, Drill Sergeant Z received little command guidance and certification training prior to getting his first platoon of soldiers to train.



## Vignette #4: The New Drill Sergeant

### *Discussion Topics:*

1. What violations could occur in this unit?
2. Why is certification training important?
3. When would DS Z be ready for his first training platoon.
4. Discuss the process of transitioning new Drill Sergeants.

## Vignette #5: Drill & Ceremony

**Situation:** PVT Adams was hurrying to get into formation and found himself in the wrong position in the platoon formation when Drill Sergeant Y approached him. Drill Sergeant Y placed his hands on PVT Adams, grabbed PVT Adams' uniform and pushed him down towards the end of the formation using what some felt was excessive force. In another incident, PVT Smith was standing in formation when he moved, Drill Sergeant Y moved forward and bumped PVT Smith with his chest knocking PVT Smith backwards. Drill Sergeant Y was at one point close enough to PVT Smith that the brim of his campaign hat hit the soldier several on the forehead knocking off his glasses and head gear.

## Vignette #5: Drill & Ceremony

### *Discussion Topics:*

1. Is the physical contact by Drill Sergeant Y within the guidelines of TRADOC Regulation 350-6?
2. Is this an example of excessive force?
3. Did Drill Sergeant Y abuse the soldier by moving him to the front of the formation?
4. Did Drill Sergeant Y abuse the soldier with the brim of his campaign hat?
5. Did Drill Sergeant Y abuse the soldier by bumping him with his chest?
6. How could this situation been handled differently?
7. Discuss times where physical contact with soldiers is authorized.

## Vignette #6: Fire Guard Duty

**Situation:** It was 0200 and PVT Smith had just completed his fire guard duty. In accordance with company policy, PVT Smith notified PVT Jones who was on the next fire guard shift. Unfortunately, PVT Jones rolled over and went back to sleep. Drill Sergeant X who had Charge of Quarters Duty that night noticed that PVT Jones was not at his post. Upset with the situation, Drill Sergeant X decided to wake-up all the soldiers in the barracks and had them in formation outside of the barracks. While outside, Drill Sergeant X decided to conduct motivational training by dropping everyone for push-ups.

## Vignette #6: Fire Guard Duty

### *Discussion Topics:*

1. Was it within Drill Sergeant X's authority to conduct a company formation as a result of a fire guard missing from his post?
2. What areas of TRADOC Reg 350-6 were violated?
3. Is this an example of soldier abuse?
4. Discuss what other courses of action Drill Sergeant X could have taken to correct the situation.

## Vignette #7: Words of Encouragement

**Situation:** Company B was administering their final Army Physical Fitness Test (APFT) for their soldiers. Drill Sergeant A overheard one of the other Drill Sergeants encouraging his soldiers with phrases like:

“PVT, if you don’t run faster then your a pussy”

“Get your nigger ass moving”

“If that’s the way they run in Haiti, remind me never to visit there”

“Bitch, if you don’t run faster, I’m going to kick your ass”

“You piece of shit, you better start running”

“Hey maggot, pick up the pace”

“Scum Bag, what is your problem”

“You, sack of shit”

## Vignette #7: Words of Encouragement

### *Discussion Topics:*

1. How effective do you feel the Drill Sergeant's words of encouragement are?
2. Is this an example of soldier abuse? If so, why?
3. What is appropriate language when communicating to soldiers?
4. What is abusive language?
5. What responsibility does Drill Sergeant A have in this situation?
6. Discuss what action DS B should take.
7. What action should the command take?

## Vignette #8: The Big Fight!

**Situation:** Drill Sergeant S caught PVT Davis and PVT Jones fighting in the barracks. This was the 5th week of training and the 3rd time that Drill Sergeant S had broken up a fight between these two soldiers. Drill Sergeant S had had enough, he was going to get this issue settled once and for all. Drill Sergeant S called together all his soldiers and asked the soldiers to form a circle around PVT Davis and PVT Jones. Drill Sergeant S then instructed the two soldiers to begin fighting. Drill Sergeant S reasoned that this was good corrective training for his soldiers, in fact this was the way problems were settled when he came in the Army.



## Vignette #8: The Big Fight!

### *Discussion Topics:*

1. Is Drill Sergeant S violating Army/TRADOC policy by allowing the soldiers to fight?
2. Is this soldier abuse? If so, why?
3. If either soldier was hurt in the fight, who would be responsible?
4. Discuss different ways you would settle a fight and what other courses of action could have been taken to seek a solution to this situation.

## Vignette #9: Classroom Disturbance

**Situation:** Mr. J is a civilian instructor for Initial Entry Training. During a training session, one of Mr. J's soldiers talked back to him in a disrespectful manner. Mr. J had previously had problems with this soldier and decided to make an example of him in front of the other soldiers. Mr. J approached the soldier and grabbed him by the left ear and pulled him to the front of the class. Mr. J then required the soldier to do push-ups with the entire class counting out the repetitions. Finally, once the soldier had completed the required number of push-ups, Mr. J told the soldier to "Get your fat ass back to your seat."

## Vignette #9: Classroom Disturbance

### *Discussion Topics:*

1. Does Mr. J have the authority to drop the soldier for push-ups
2. Is this an example of soldier abuse?
3. Discuss what Mr. J did wrong.
4. Discuss the different courses of action Mr. J could have taken with this soldier.
5. Discuss approaches/methods for disciplining soldiers who are disrespectful.

## Vignette #10: Range Safety

**Situation:** Drill Sergeant M was responsible for ensuring soldiers were checked for brass or ammunition prior to departing the M16 range. DS M was having a bad day and was agitated with several soldiers and the fact that this had been an incredibly long day. One soldier, PVT Adams had been a particular problem. As PVT Adams came off the firing line, DS M frisked him for brass and/or ammunition. While frisking PVT Adams, DS M hit him in the groin area. PVT Adams immediately went to his knees in pain. As he did, DS M made a comment about his ability to have kids in the future and walked away laughing. PVT Adams filed a soldier abuse complaint.

## Vignette #10: Range Safety

### *Discussion Topics:*

1. Is this a case of soldier abuse? Why or why not?
2. Did Drill Sergeant M do anything wrong?
3. Discuss procedures for ensuring soldiers don't depart the range with brass or ammunition.

## Vignette #11: Extra Training

**Situation:** Drill Sergeant Y caught PVT Smith with his weapon pointing the wrong direction on the M16 qualification range. Drill Sergeant Y had caught PVT Smith doing this two times early in the day. Drill Sergeant Y pulled PVT Smith from the firing line and gave him extra training of rifle PT, making up different exercises with the rifle. This extra training lasted about one hour. During the training, PVT Smith received a cut on his hand and could not fire his weapon after that incident.

## Vignette #11: Extra Training

### *Discussion Topics:*

1. Did Drill Sergeant Y pull PVT Smith off the firing lane for a good reason?
2. Is the corrective training excessive?
3. What other corrective training or method of correction would have been appropriate for this situation?
4. Is Drill Sergeant Y responsible for PVT Smith's injury?
5. Is this an example of soldier abuse?
6. What physical exercises may be used for corrective behavior?
7. Discuss soldiers with profiles - how do you do corrective behavior?

## Vignette #12: Reinforcement Training

**Situation:** Drill Sergeant W encountered a member of his platoon who had failed to properly secure his personal gear before he fell out for chow. As a result, Drill Sergeant W applied reinforcement training during the evening chow period by requiring the soldier to repeatedly take all his gear out of his locker and then put it back in again securing his wall locker each time. This continued for about 45 minutes. At the end of the 45 minutes, the soldier was soaked in sweat and dirty. Drill Sergeant W instructed the soldier to quickly clean up before he ate dinner. By the time the soldier had cleaned up, the dining facility was closed. Drill Sergeant W informed the soldier that he would have to wait until breakfast for his next meal.



## Vignette #12: Reinforcement Training

### *Discussion Topics:*

1. Was the reinforcement training the appropriate type of training for this situation?
2. Knowing that time was limited, should the soldier have been required to clean-up prior to eating?
3. Was it proper that the soldier be required to wait until breakfast before getting his next meal?
4. Was Drill Sergeant W within his authority by requiring reinforcement training?
5. Discuss how would you handle this situation?

## Vignette #13: Be Careful of What You Say!

**Situation:** PVT Young is an IET soldier in his third week of training. Since his arrival, Drill Sergeant C has noticed that PVT Young was always the last soldier to complete the training task and that he was consistently behind all the other soldiers in the platoon. One evening, while PVT Young was on KP, Drill Sergeant C pulled the rest of the platoon together and discussed ways to motivate PVT Young. During the conversation, Drill Sergeant C made comments about how PVT Young was pulling down the rest of the platoon. Drill Sergeant C suggested that members in the platoon “take care of PVT Young” and “make sure he gets the message that he needs to do better.” Later that night, members of the platoon held a blanket party for PVT Young beating and kicking him to the point where he was admitted to the hospital.

## Vignette #13: Be Careful of What You Say!

### *Discussion Topics:*

1. What did Drill Sergeant C say and what did his soldiers hear?
2. Is this an example of soldier abuse?
3. What did Drill Sergeant C do wrong?
4. Discuss the different backgrounds soldiers come from and the different perceptions they may have on how to solve a particular problem.
5. Discuss other ways to improve PVT Young's performance.
6. What if PVT Young was homosexual - how would this situation and the action taken by Drill Sergeant C and his soldiers been perceived by others, the media and PVT Young's family?

## Vignette #14: Shower Drills

**Situation:** Drill Sergeant X questioned his platoon guide as to why the barracks were not clean. The platoon guide informed Drill Sergeant X that a few members of the platoon are taking too long in the showers and as a result, there isn't enough time to clean the barracks. Drill Sergeant X tells his battle buddy Drill Sergeant Y about the situation and about his plan to have soldiers do shower drills. Drill Sergeant Y is against and decides to depart the area. Drill Sergeant X lines up the soldiers in the hallway starting at the latrine door and going down the hall. The soldiers are completely undressed with their towel over their shoulder and a bar of soap in their hand. The soldiers have 10 seconds to get wet, 10 seconds to soap up and 10 seconds to rinse. As Drill Sergeant X calls the next soldier to move to the shower, he smacks the soldier in the ass to let him know it is his turn. The soldiers in the hallway are at parade rest and in the words of Drill Sergeant X “close enough to make your buddy smile.”

## Vignette #14: Shower Drills

### *Discussion Topics:*

1. Is this soldier abuse? Physical, mental or both?
2. Drill Sergeant Y knew that this was wrong, what responsibility does he have in this situation? Has he done anything wrong?
3. Is this an example of mass punishment?
4. Discuss ways you would solve the problem of soldiers taking too long in the shower.

## Vignette #15: Disrespect

### Situation:

1. Drill Sergeant D had a soldier tell him to “Fuck Off” and “Go fuck yourself”
2. Drill Sergeant E had a soldier refuse to train and wouldn’t get out of his bed.
3. Drill Sergeant F had a soldier quit during a PT run and sit in the middle of the road.
4. Drill Sergeant G had a soldier roll his eyes at him and walk away from him while the Drill Sergeant was talking to him.

## Vignette #15: Disrespect

### *Discussion Topics:*

1. Discuss other examples of disrespect you or others have experienced.
2. Are these examples that give you the authority to abuse a soldier?
3. Discuss possible courses of action for dealing with difficult soldiers.
4. What would you do in each of these situations?
5. Discuss the transformation from citizen to soldier - how does this fit into these situations?

## Vignette #16: The End of Cycle Gift

**Situation:** Drill Sergeant V was a great Drill Sergeant and his soldiers really looked up to him. At the end of the cycle, his platoon presented him with a framed print that they had picked up from the Patton Museum - the cost of the print and frame was around \$100 dollars. Drill Sergeant V really like the gift. In fact, the soldiers got the idea of the gift when Drill Sergeant V had taken them to the Patton Museum as part of professional development training. While at the museum, Drill Sergeant V had commented to his soldiers that he really liked the prints they sold in the museum gift shop.



## Vignette #16: The End of Cycle Gift

### *Discussion Topics:*

1. Can Drill Sergeant V accept the gift?
2. How can Drill Sergeant V approach this situation without hurting the feelings of his soldiers?
3. How did this situation develop?
4. Discuss the rules for soliciting soldiers for money? What does TRADOC Reg 350-6 say?
5. Can soldiers contribute money to purchase cleaning supplies, tools, or other items for common use?
6. When is it OK for soldiers to give money?
7. Can cadre receive free services from a vendor (I.e. dry cleaning for BDU's)

## Vignette #17: Socializing with Soldiers

**Situation:** Drill Sergeant R would walk the floors of his barracks talking to soldiers and getting to know them. In fact, he came up with some innovative ways to keep them motivated - these included:

- \* Setting up a football pool where soldiers contributed \$1.00 to a pool - the person who predicted the most wins in a week would win the pool. The game was voluntary and Drill Sergeant R would sometime play.
- \* Bringing in old copies of Playboy and Penthouse magazines for soldiers to read. Drill Sergeant R would sometimes sit down and look at the magazines with the soldiers.
- \* Taking selected soldiers to Burger King in his POV.

In return, soldiers would shine Drill Sergeant R's boots for him.

## Vignette #17: Socializing with Soldiers

### **Discussion Topics:**

1. Is it OK for Drill Sergeant R to socialize with his soldiers?
2. Is it OK for soldiers to shine boots or do other personal services for cadre?
3. Discuss the violations Drill Sergeant R has committed in this situation.
4. Discuss other examples of possible inappropriate behavior.

## Vignette #18: Attack on a Drill Sergeant

**Situation:** Drill Sergeant L, an IET Drill Sergeant at Fort Knox was inspecting the barracks one afternoon when he came upon PVT Ball, a soldier who refused to do his laundry. PVT Ball was on his bunk and would not get up and go to parade rest while talking to DS L. DS L yelled at PVT Ball and PT Ball jumped off his bunk into the DS face and moved his hand toward the DS. DS L grabbed the privates hand and pushed him to arms length. DS L then had another private get his battle buddy DS Q.

## Vignette #18: Attack on a Drill Sergeant

### *Discussion Topics:*

1. Is this soldier abuse?
2. Where DS L's action appropriate and legal?
3. How would you have handled this situation?
5. Discuss options for dealing with difficult soldiers.

## Vignette #19: Assault on a Drill Sergeant

**Situation:** Drill Sergeant X, an IET Drill Sergeant at Fort Knox was inspecting the barracks one afternoon when he came upon PVT Bill, a soldier who refused to clean his personal area and prepare for an upcoming inspection. PVT Bill was a problem soldier and Drill Sergeant X took it upon himself to conduct some one-on-one counseling with the intent of straightening out PVT Bill. Drill Sergeant X began to yell loudly at the soldier and got close to PVT Bill and raised his hand to point at PVT Bill, but did not touch PVT Bill. PVT Bill then pushed DS X to arms length and returned to parade rest.

## Vignette #19: Assault on a Drill Sergeant

### *Discussion Topics:*

1. Is this soldier abuse?
2. Did PVT Bill do anything illegal?
3. At what point did Drill Sergeant X do something wrong?
4. How would you have handled this situation?
5. Discuss options for dealing with difficult soldiers.

# *KEYS TO SUCCESS*

- Report all trainee abuse allegations ASAP.
- Start a AR 15-6.
- Pull the DS from the company.
- Call the BDE CDR.
- Finish the action ASAP.
- Don't get personally involved.



## *CLOSING THOUGHTS*

- \* Stress should be created between the soldier & the task - Not the soldier & the cadre
- \* We do not have “Power” - We have “Authority” based on our rank & duty position
- \* Our leadership technique is Positive
- \* Build from Positive Leadership & Positive Reinforcement
- \* We are Mentors - Not Tormentors! We do not lead by Fear!
- \* We Employ “Mastery Learning”
- \* We do not “break-down” & then “build-up” We build on whatever level the IET soldier is at when they arrive for training

# **CLOSING THOUGHTS**

## **Why A Person's Respect & Dignity Are Important:**

It Is Impossible For People To Perform  
Consistently In A Manner Inconsistent With The  
Way They See Themselves

A Person Must See Himself As Having Worth  
And Value If They Are To Develop And  
Contribute